

Project Management Policies

CalWIN



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RECORD OF CHANGES

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CalWIN Project

Project Management Policies

Introduction

This document contains the Project Management Policies that govern the day-to-day operations of the EDS WCDS CalWIN Organization. These policies support the Software Engineering Institute's Capability Maturity Model (SEI/CMM) objectives and EDS corporate objectives.

The EDS WCDS CalWIN Organization will utilize standard processes to execute these policies. Because of the diversity of project requirements across the EDS WCDS CalWIN Organization, no single methodology can be used in total. Rather, the EDS WCDS CalWIN Organization standard processes are based on best practices in each Key Process Area and are traceable to EDS corporate methodologies.

Requirements Management Policy

Requirements Management establishes and maintains a common understanding with the Counties and within the EDS WCDS CalWIN Organization on the requirements for the project. Project Managers within the EDS WCDS CalWIN Organization will control requirements allocated to engineering projects, thereby establishing baselines for engineering and management use. A project plan will be developed that includes plans, products, and activities based on the allocated requirements for the project.

Policy Intent

The purpose of the EDS WCDS CalWIN Organization Requirements Management Policy is to provide guidelines for establishing a common understanding of functional requirements between the Counties and the EDS WCDS CalWIN Organization and within the EDS WCDS CalWIN Organization.

Policy Requirements

The EDS WCDS CalWIN Organization will apply the following general principles in the management of allocated requirements.

- *Identify requirements.* Project Teams will document all allocated requirements in the project plan. These include (but are not limited to) the non-technical requirements that determine the project's activities, the technical requirements, and acceptance criteria to validate the products against the allocated requirements.
- *Review documented requirements.* Project Teams will conduct an internal requirements review with all affected groups.
- *Validate documented County requirements.* Project Teams will conduct a formal review with the Counties to validate their requirements.
- *Set up baselines.* Project Teams will establish baselines for engineering and management use. Project Managers will ensure that plans, work products, and activities are consistent with documented requirements and documented changes to requirements.
- *Assign responsibility.* Project Managers will assign explicit responsibility to individuals with application domain and engineering expertise to manage the documented requirements.
- *Provide support tools.* Project Managers will ensure that tools are available to support the activities for managing requirements.
- *Keep personnel technically proficient.* Project Managers will ensure that appropriate training is provided for EDS WCDS CalWIN Organization members of the engineering group and other related groups to perform their Requirements Management activities.
- *Collect and analyze metrics.* Project Managers will collect and analyze metrics to determine the status of Requirements Management activities.
- *Conduct periodic and event-driven reviews.* The EDS WCDS CalWIN Organization Program Manager and the Project Managers will review activities on a periodic and an event-driven basis. Project Teams will conduct reviews according to the project plan. The Processes and Standards Team will review the Project Team's Requirements Management process and work products in accordance with the organization Quality Assurance Plan.

Project Planning Policy

Project Planning develops estimates for the work to be performed, establishes the necessary commitments, and defines the steps to perform the work. It is an iterative process that includes estimating the size of work products and resources, scheduling, identifying and assessing risks, and negotiating commitments. Project Teams within the EDS WCDS CalWIN Organization will document their estimates for use in project planning and tracking. Project Managers will plan project activities and ensure that all affected groups and individuals agree to their commitments.

Policy Intent

The purpose of the EDS WCDS CalWIN Organization Project Planning Policy is to provide guidelines in the establishment of plans for performing and managing engineering projects.

Policy Requirements

The EDS WCDS CalWIN Organization will apply the following general principles in the execution of Project Planning activities.

- *Appoint Project Manager.* The EDS WCDS CalWIN Organization Program Manager will appoint a Project Manager to plan the project's activities.
- *Develop and follow project plan.* All projects will follow a documented and approved project plan. Project Managers will develop, manage, and control the project plan. Project Managers will ensure that allocated requirements for the project are documented and are the basis for the project plan.
- *Reach consensus on commitments.* The Project Manager, other Managers, and Team Leaders will negotiate all project commitments. Project Teams will document activities and involvement of other affected groups.
- *Identify resources; allocate funds.* Project Managers will provide resources and funding for planning the project. Project Managers will budget and plan for project support staff efforts such as requirements management, subcontract management, quality assurance, configuration management, documentation support, and training.
- *Validate accuracy of estimates and commitments.* Project Managers will ensure that affected groups internal to EDS review and validate the project's size, effort and cost estimates, schedule, and other commitments.
- *Collect and analyze metrics.* Project Managers will collect and analyze metrics of Project Planning activities.
- *Conduct periodic and event-driven reviews.* The EDS WCDS CalWIN Organization Program Manager and the Project Managers will review activities on a periodic and an event-driven basis. Project Teams will conduct reviews according to the project plan. The Processes and Standards Team will review the Project Team's Project Planning process and work products in accordance with the organization Quality Assurance Plan.

Project Tracking and Oversight Policy

The Program Manager is responsible for overall project tracking and oversight of projects. Project Tracking and Oversight weighs actuals against estimates by tracking and reviewing accomplishments and results against documented estimates, commitments, and plans. In addition, it allows for the adjustment of these plans based on the actual accomplishments and results. Effective project assessment allows management to take effective actions when the project's performance deviates significantly from the plans.

Policy Intent

The purpose of the EDS WCDS CalWIN Organization Project Tracking and Oversight Policy is to provide guidance for project tracking and controlling activities associated with managing the project.

Policy Requirements

The EDS WCDS CalWIN Organization will apply the following general principles in the execution of Project Tracking and Oversight activities.

- *Track to the project plan.* Project Managers will use and maintain the approved project plan for tracking the project's activities and results in accordance with the project plan.
- *Identify deviations; take action.* Project Managers will use the plan to identify deviations from the plan and will take corrective action when the plan is not being achieved in order to keep the project under control.
- *Reach consensus on changes to commitments.* Project Managers will gain agreement from all affected groups and individuals for any changes to commitments.
- *Collect and analyze metrics.* Project Managers will collect and analyze actual size, cost, effort, and schedule metrics.
- *Conduct periodic and event-driven reviews.* The EDS WCDS CalWIN Organization Program Manager and the Project Managers will review activities on a periodic and an event-driven basis. Project Teams will conduct reviews according to the project plan. The Processes and Standards Team will review the Project Team's Project Tracking and Oversight process and work products in accordance with the organization Quality Assurance Plan.

Subcontract Management

Subcontract Management addresses the traditional acquisition process associated with subcontracting a defined portion of work. EDS WCDS CalWIN Organization leadership has identified requirements for Subcontract Management. EDS will select qualified subcontractors based on their ability to perform the work, technical considerations, and strategic business alliances. When subcontracting, EDS will form a written agreement of mutual commitments, the basis for managing the subcontract. EDS and the subcontractor will maintain ongoing communications, and EDS will track the subcontractor's actual results and performance against its commitments.

Policy Intent

The purpose of the EDS WCDS CalWIN Organization Subcontract Management Policy is to establish guidelines for selecting qualified subcontractors and managing them effectively.

Policy Requirements

The EDS WCDS CalWIN Organization will apply the following general principles when selecting and managing subcontractors.

- *Follow documented standards.* The EDS WCDS CalWIN Organization Management Team will coordinate with the Business Office to ensure the use of the documented Contract Purchasing Systems Review (CPSR) standards and procedures in selecting and managing subcontractors.
- *Select subcontractors.* Project Managers will select subcontractors appropriate for the projects.
- *Manage to contractual agreements.* Project Teams will use contractual agreements as the basis for managing the subcontract.
- *Identify contracts and legal representative.* The Business Office will designate a corporate representative who is authorized to make commitments or obligations for the corporation. The contracts and legal representative will serve as the Program Manager's agent in making changes to the subcontract. The contracts and legal representative will have signature authority for the subcontract agreement.
- *Follow policy.* Project Teams will require that subcontractors integrated within the Project Team adhere to the EDS WCDS CalWIN Organization Policies.
- *Collect and analyze metrics.* Project Teams will collect and analyze metrics to determine the status of the activities for managing subcontracts.
- *Conduct periodic and event-driven reviews.* The EDS WCDS CalWIN Organization Program Manager and the Project Managers will review activities on a periodic and an event-driven basis. Project Teams will conduct reviews according to the Project Plan. The Processes and Standards Team will review the Project Team's Subcontract Management process and work products in accordance with the organization Quality Assurance Plan.

Quality Assurance Policy

“Quality is focusing on the Counties” is a EDS WCDS CalWIN team objective. Assurance of quality can only be achieved by aligning the *Voice of the Process* with the *Voice of the Counties*. The *Voice of the Counties* is a term used to refer to all aspects of what the Counties are seeking in our products and services. This includes all defined requirements and all expectation of the Counties. The *Voice of the Process* is a term used to refer to the demonstrated capability of the processes used to create our products and services.

The primary objective of the QA function is to eliminate gaps between the Voice of the Process and the Voice of the Counties. The senior leadership of the EDS WCDS CalWIN Organization established the Processes and Standards Team (PST) to perform the QA function. The QA Team is the subset of the PST that objectively verifies adherence of products, services, activities, and processes on projects to the EDS WCDS CalWIN Organization project requirements, policies, and appropriate standards.

The primary QA Team objective is to provide EDS WCDS CalWIN Organization management with visibility into the processes being used by the Project Teams and the products being produced with these processes.

Policy Intent

The purpose of the EDS WCDS CalWIN Organization Quality Assurance (QA) Policy is to define guidelines for the QA function to be performed on all projects across the EDS WCDS CalWIN Organization.

Policy Requirements

The EDS WCDS CalWIN Organization will apply the following general principles in the execution of QA.

- *Conduct Organizational and Project QA Planning.* The PST will identify, document, and follow the QA approach and organizational plan at the EDS WCDS CalWIN Organization level. All projects will follow the EDS WCDS CalWIN Organization QA approach and a documented and approved QA plan and schedule for the project-specific QA activities.
- *Provide resources.* Project Managers will provide resources, funding, and tools for the personnel performing the QA activities.
- *Train team members.* The EDS WCDS CalWIN Organization Management Team will ensure that training is provided for members of the QA Team to enable them to perform QA activities and ensure that Project Team members receive orientation of the role, responsibilities, authority, and value of the QA.
- *Ensure Organizational Independence.* The PST will have a reporting channel to the EDS WCDS CalWIN Organization Program Manager independent of the Project Manager, the software engineering group, and other software-related groups. The EDS WCDS CalWIN Organization Program Manager will approve personnel with responsibility for QA activities.
- *Examine products and activities.* The QA Team will objectively review processes and review products on all projects for adherence to project requirements and applicable standards and procedures. The QA Team will also analyze project metrics to identify trends and prevent the need for software corrections. The QA Team will further disseminate summary reports about QA activities and results to all affected groups and individuals including the Counties, as appropriate.
- *Deal with concerns at project level.* The QA Team will address noncompliance issues at the project level for resolution. The QA Team will escalate issues not resolved at the project level through progressive levels of management until the issues are resolved. Issues with a high degree of urgency will be immediately escalated to the level at which adequate resources can be applied.
- *Collect and analyze metrics.* The PST will collect and analyze QA activity metrics.
- *Conduct periodic and event-driven reviews.* The EDS WCDS CalWIN Organization Program Manager and the EDS WCDS CalWIN Organization Management Team will review the activities and results associated with the QA function on a periodic and an event-driven basis.

- *Identify and document lessons learned.* The QA Team will identify and document lessons learned that pertain to the QA function on each project. These lessons learned will be used by the PST toward continuously improving the QA function at the EDS WCDS CalWIN Organization.

Configuration Management Policy

The CM process identifies the structure of the product and product-related information at given points in time. This is accomplished by systematically controlling changes to the configuration and maintaining the integrity and traceability of the configuration of the products throughout the project's life cycle. EDS WCDS CalWIN Organization management has established requirements for planning CM activities to identify, control, and maintain product availability. Another function of the CM process is to inform affected groups and individuals of the status of the product's baselines.

Policy Intent

The purpose of the EDS WCDS CalWIN Organization Configuration Management (CM) Policy is to provide guidelines in establishing and maintaining the integrity of the products throughout the project's life cycle.

Policy Requirements

The EDS WCDS CalWIN Organization will apply the following general principles in the execution of CM activities.

- *Develop and follow a CM plan.* The CM plan will identify the products and support tools for CM and will establish procedures for CM throughout the project's life cycle. CM items include work products delivered to the Counties.
- *Assign responsibility.* Project Managers will assign responsibility for CM activities and ensure Project Teams have adequate resources and funding for performing CM activities.
- *Store products and records.* Project Managers will ensure that the CM Team establishes, or has access to, a repository for storing products under configuration control and the associated configuration records.
- *Provide appropriate authority levels.* Project Managers will ensure that a change control board exists that has the authority for managing the project's product baselines.
- *Provide training.* Project Managers will ensure that the necessary training is provided for the CM Team and other related groups to perform their assigned activities
- *Distribute reports.* Project Managers will ensure that CM reports are distributed to affected groups and individuals.
- *Contract baseline changes.* The CM Team will control changes to the baseline by recording, reviewing, and tracking approved change requests and problem reports for all configurations.
- *Document activities.* The CM Team will develop and produce standard reports documenting CM.
- *Collect and analyze metrics.* The CM Team will collect and analyze metrics to determine the status of the project's CM activities.
- *Review baseline for procedure performance.* The CM Team will periodically review product baselines to verify compliance with the project's documented procedures.
- *Conduct periodic and event-driven reviews.* The EDS WCDS CalWIN Organization Program Manager and the Project Managers will review activities on a periodic and an event-driven basis. Project Teams will conduct reviews according to the project plan. The Processes and Standards Team will review the Project Team's CM process and work products in accordance with the organization Quality Assurance Plan.

Appendix A - Organizational Roles

Organizational Level

Management Team

Responsibilities:	Team providing technical and administrative direction and control to individuals performing tasks or activities within the manager's area of responsibility.
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Team Members:	CalWIN Management Team:
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- Robyn Dahlgren
- Kelly Douglas
- Dan Gonos
- Denise Kempf
- Michael Vavricek

WCDS Management Team:

- Dale Hulsing
- Pat Norwood

Process and Standards Team

Responsibilities:	Facilitates development of overall organizational project management policies, procedures and standards. Performs quality assurance reviews.
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Team Members:	Project Management Office
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Program Manager

Responsibilities:	Total business responsibility for entire EDS WCDS CalWIN Organization.
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Team Members:	Maureen Finmand
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Project Level

Project Managers

Responsibilities: Total responsibility for all the activities for a particular project area within the EDS WCDS CalWIN Organization.

Team Members: CalWIN Management Team:

- Robyn Dahlgren
- Kelly Douglas
- Dan Gonos
- Denise Kempf
- Michael Vavricek

WCDS Management Team:

- Dale Hulsing
- Pat Norwood

Project Teams

Responsibilities: Total responsibility for all the activities for a particular functional area within a EDS WCDS CalWIN project.

Team Members: CalWIN – Application Services Project Teams:

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CalWIN – Technology Services Project Teams:

- Capacity Planning
- Distributed Services
- Enterprise Computing
- Network Services
- Software Services

CalWIN – Operation Services Project Teams:

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WCDS Project Teams:

- CDS/GIS
- SMART

Groups Level (Cross-Project Teams)

Configuration Management Group

Responsibilities: Collection of individuals (both managers and technical staff) who have responsibility for planning, coordinating, and implementing the formal configuration management activities.

Team Members: • TBD

Process Focus Steering Committee

Responsibilities: Sponsors, supports and oversees the activities for process development and improvements.

Team Members: • TBD

Process Focus Group

Responsibilities: Group of specialists who facilitate the definition, maintenance, and improvement of the process used by the organization.

Team Members: • TBD

Quality Assurance Team

Responsibilities: Collection of individuals (both managers and technical staff) who plan and implement quality assurance activities to ensure the process steps and standards are followed.

Team Members: • PMO
• Representatives from Each Project - TBD

Training Group

Responsibilities: Collection of individuals (both managers and staff) who are responsible for coordinating and arranging the training activities for the organization.

Team Members: • TBD